

The background of the slide is a vibrant red color, overlaid with numerous overlapping circles in various shades of orange and yellow. The circles vary in size and opacity, creating a dynamic, bokeh-like effect. The text is centered in a clean, black, sans-serif font.

Promoting high  
performance in  
the coming  
years

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What we  
know about  
the future...

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We know the  
demographic  
trends.....

*Gen Y (LBS report June 2009)*

**Work to Learn**

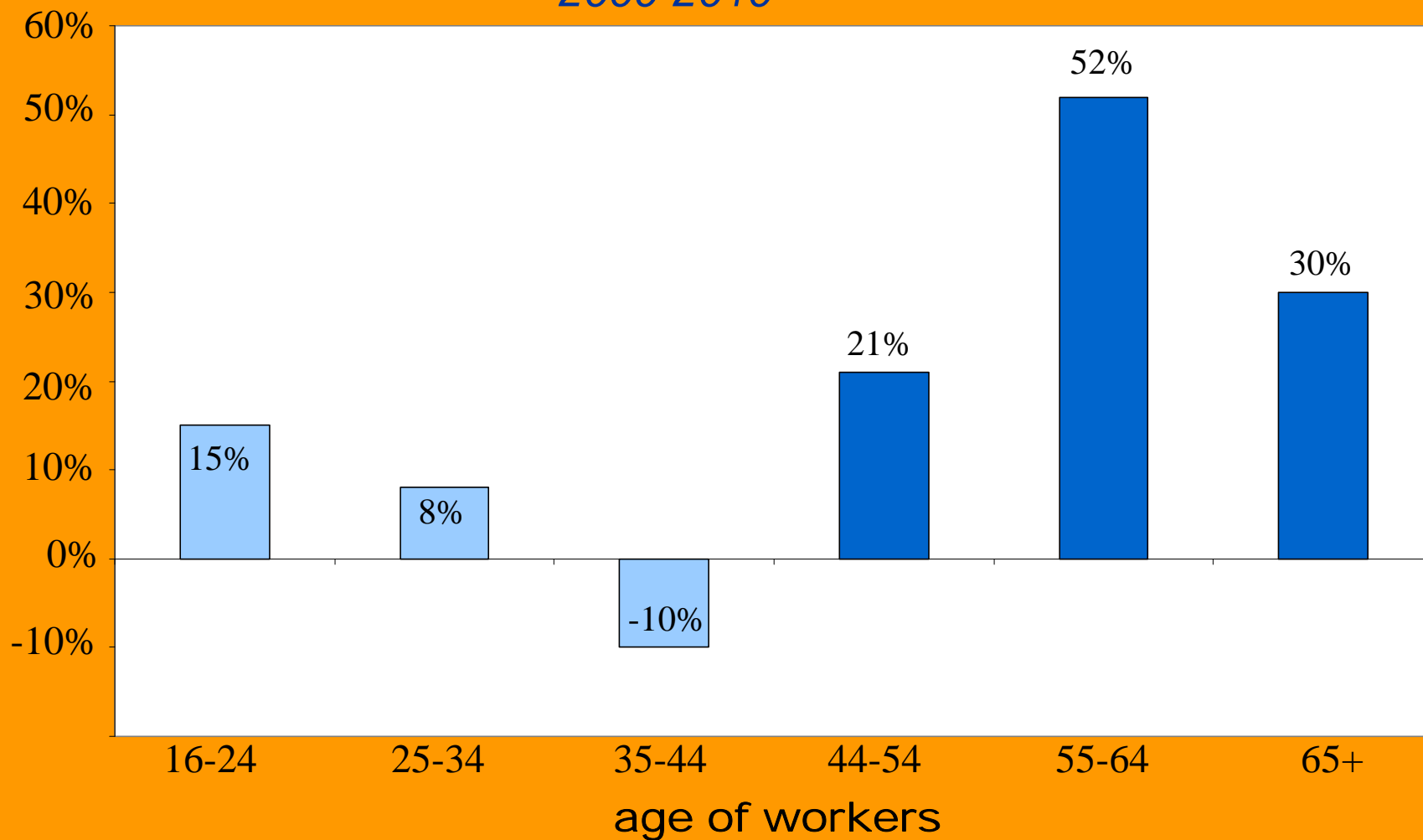
**Gender Neutral**

**Wired Up/Community**

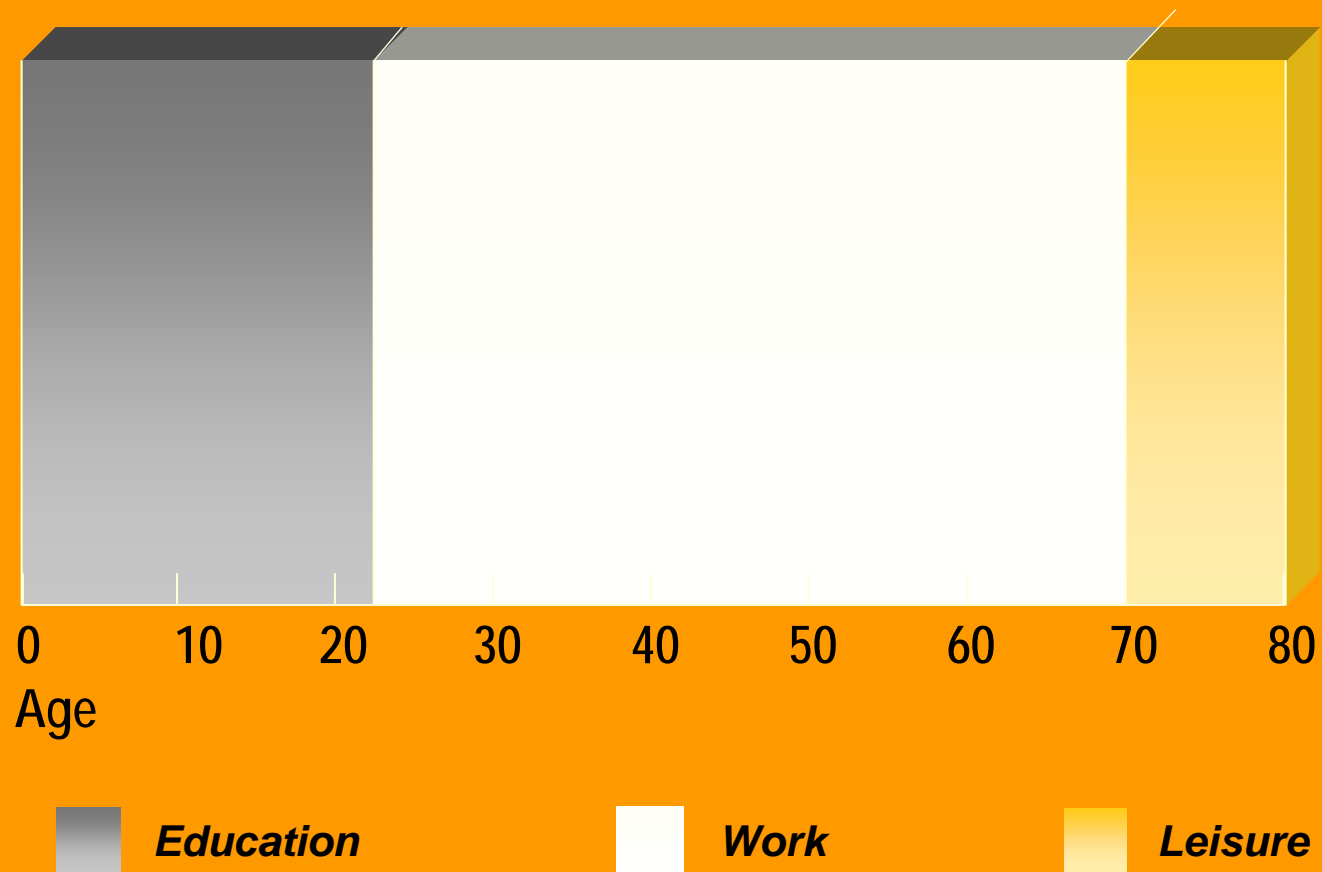
**Coaching/Mentoring**

**“The power to  
shape jobs”**

## Growth in U.S. Workforce by Age *2000-2010*

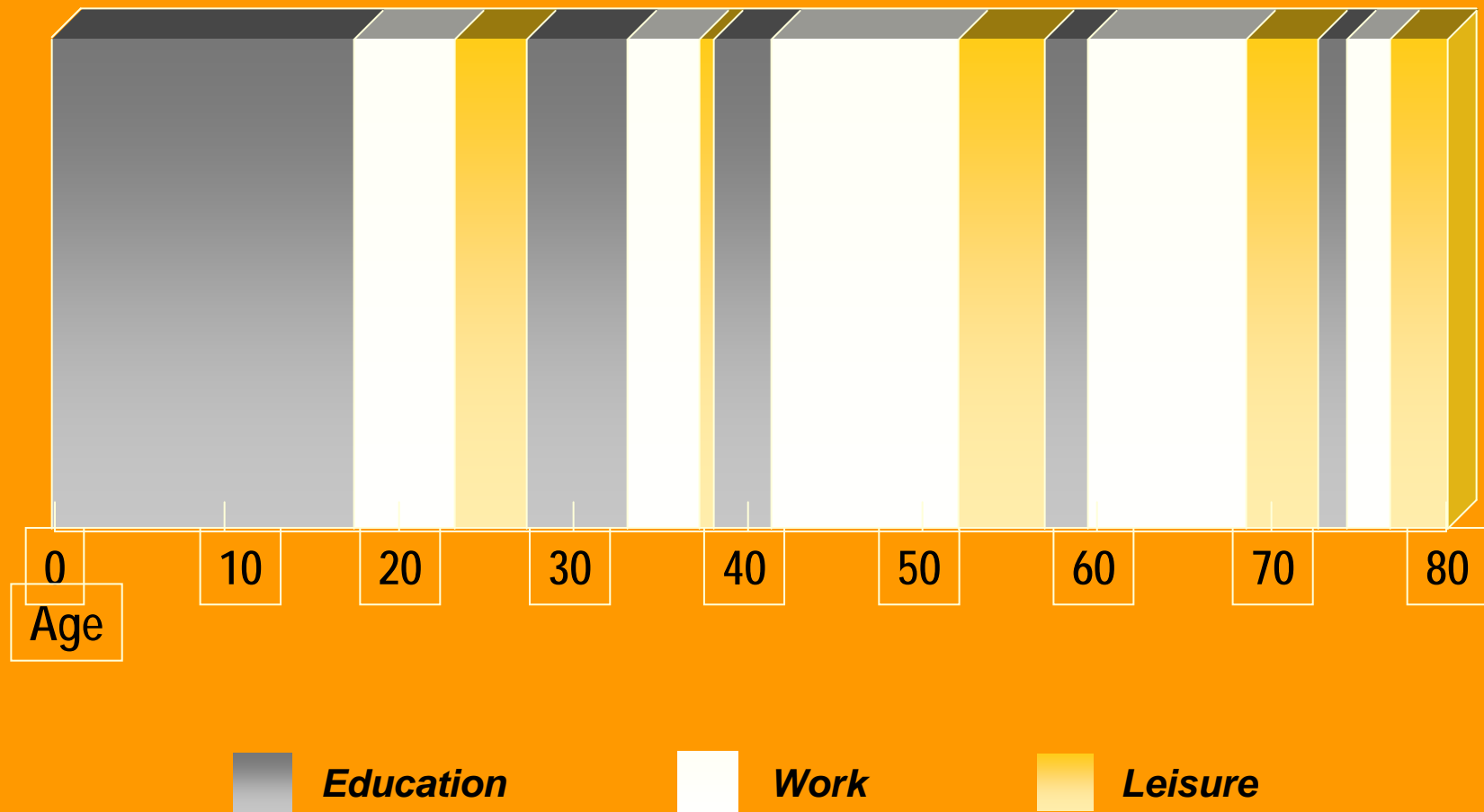


## Shifting the Old Work/Life Paradigm . . .



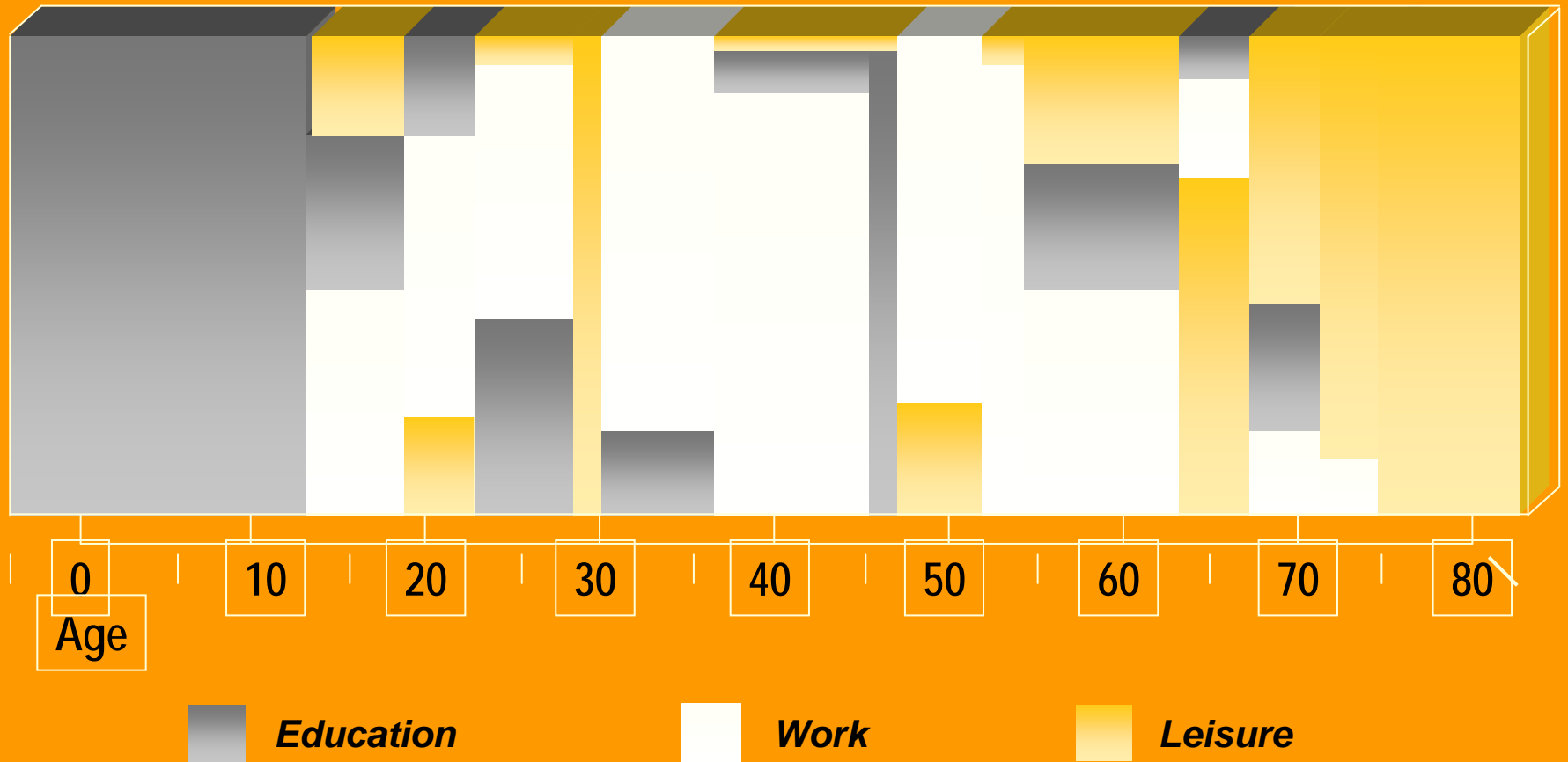
Source: *Demography is De\$tiny*,  
The Concours Group and Age Wave, 2003

... To a "Cyclic" Life Paradigm



Source: *Demography is De\$tiny*,  
The Concours Group and Age Wave, 2003

... Evolving to a "Blended Lifestyle"



Source: *Demography is De\$tiny*,  
The Concours Group and Age Wave, 2003

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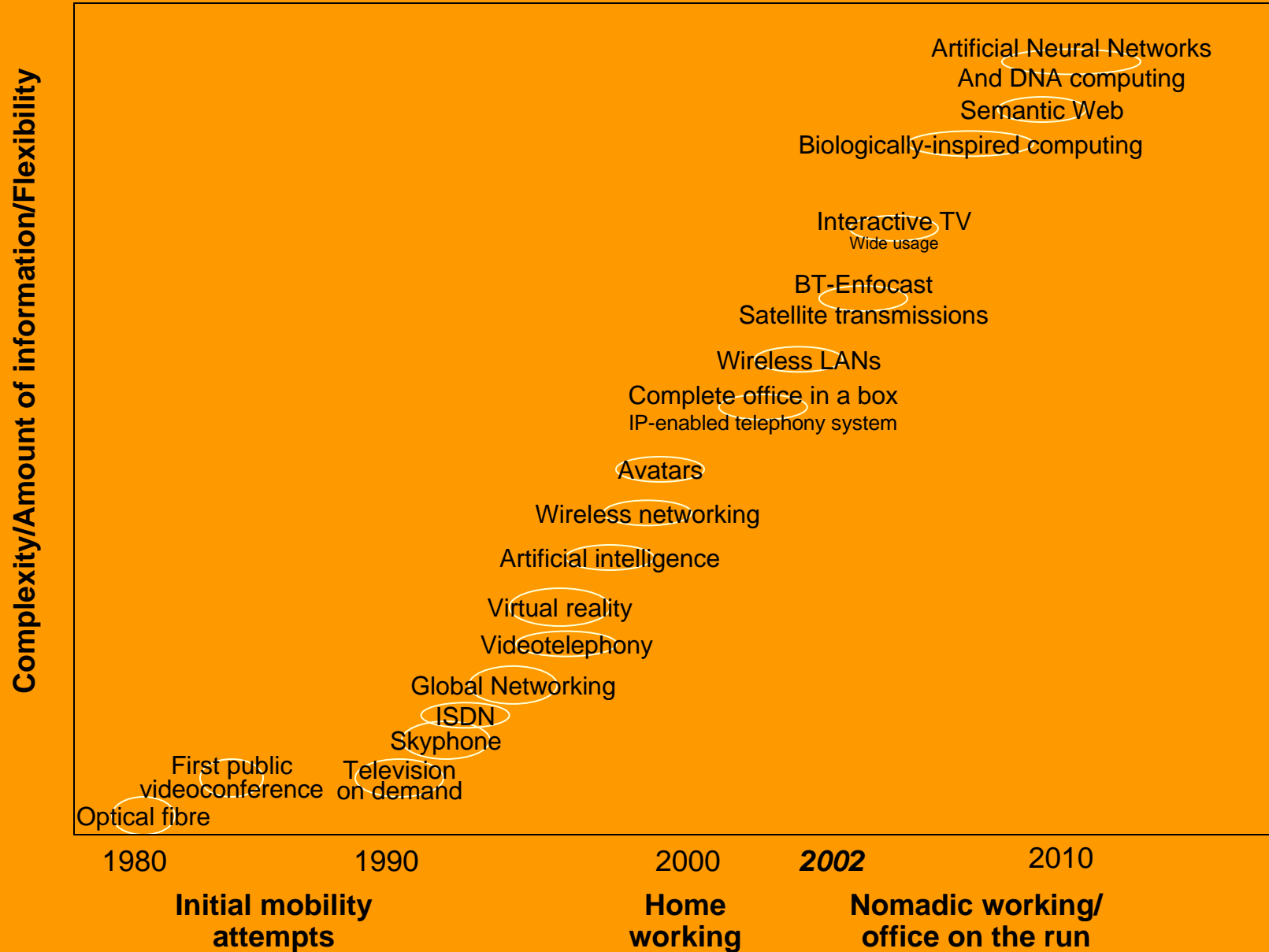
And we know  
technology is  
a continous  
trend...


# TECHNOLOGICAL

- **Software**
- **Hardware**
- **Networks**

**A DISRUPTIVE FORCE?**

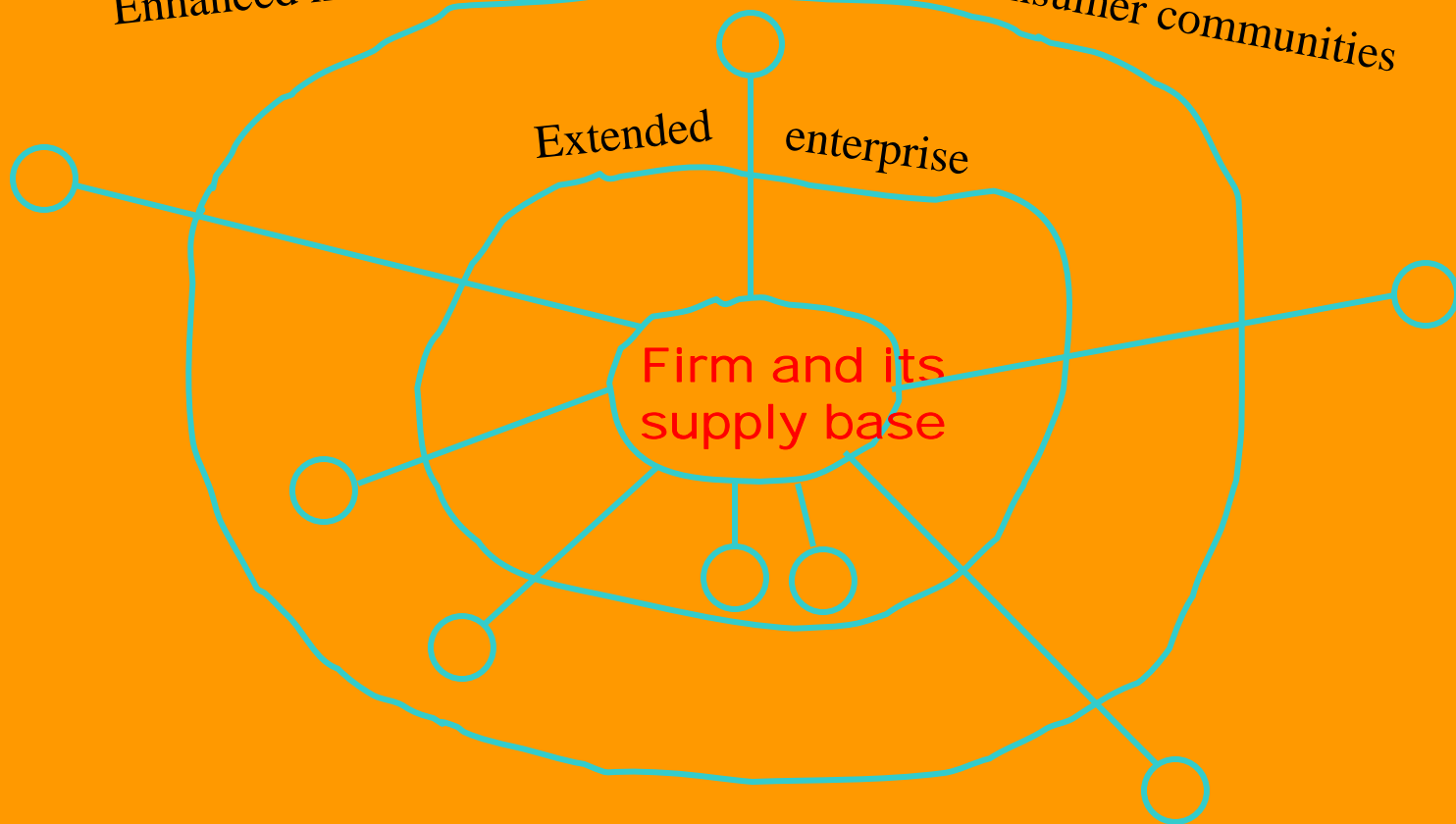
# Technological Advancement in Information Technology



The background of the slide is a vibrant red color, overlaid with numerous overlapping circles in various shades of orange and yellow. These circles vary in size and opacity, creating a dynamic, layered effect that suggests movement and energy.

And there is a  
continous  
transformation  
of where value  
is created...

Enhanced network of competence including consumer communities



# RECESSION

- **Cost and value focus**
- **Opportunity for innovation?**
- **Redundancy and engagement**

**Complexity of combination**



More value driven

HOT  
SPOTS

More volunteer

More diverse

More virtual

More complex

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# The S curves

**Command Control**

**Vertical**

**Management  
Centered**

**Parent/Child**

**Asset**

**Clear Boundary**

**One-Size**

**Leader as Director**

**Democratic**

**Horizontal**

**Performance  
Centered**

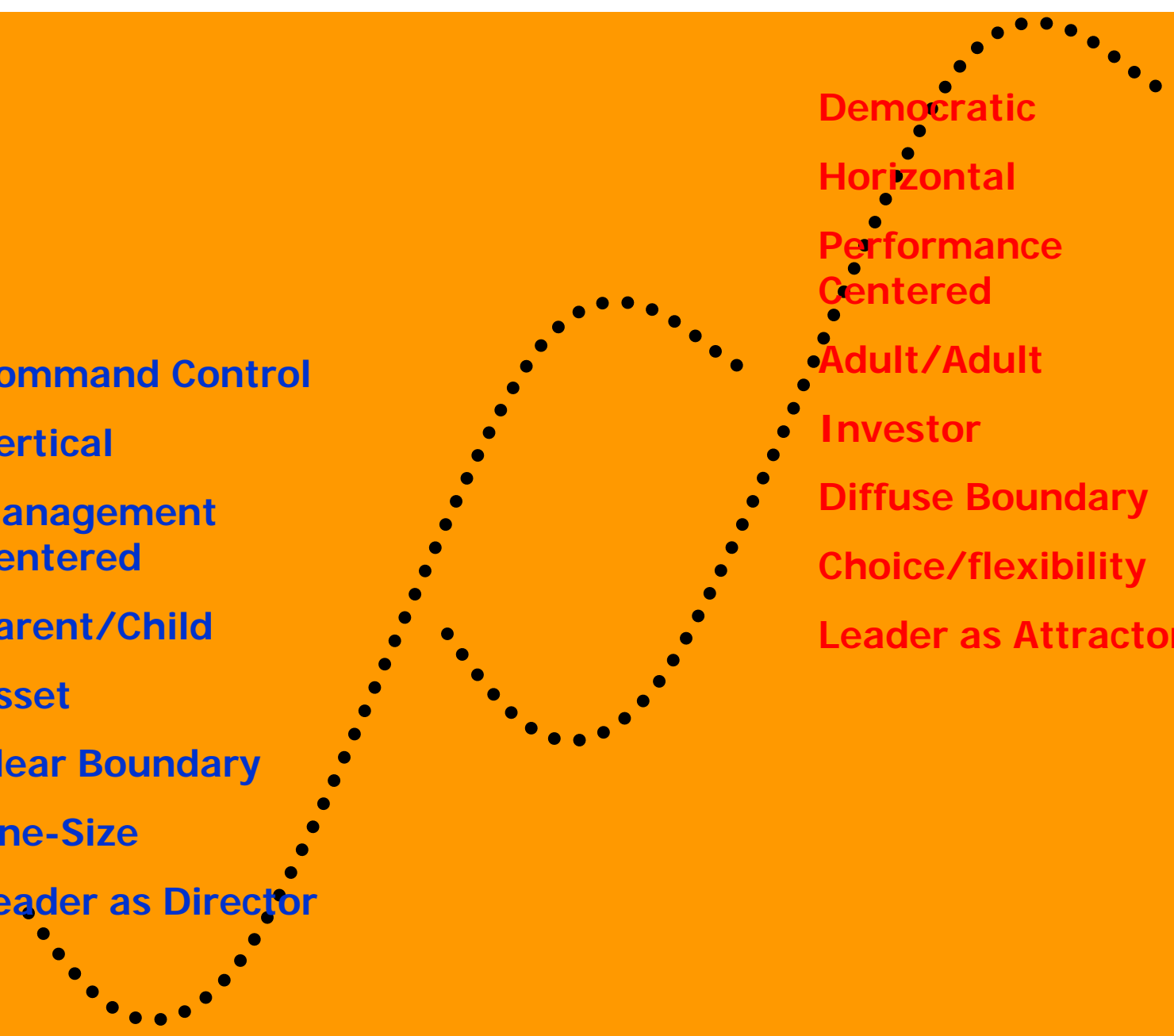
**Adult/Adult**

**Investor**

**Diffuse Boundary**

**Choice/flexibility**

**Leader as Attractor**



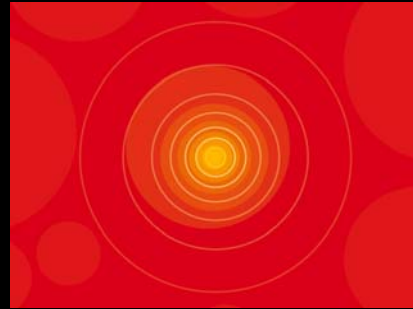




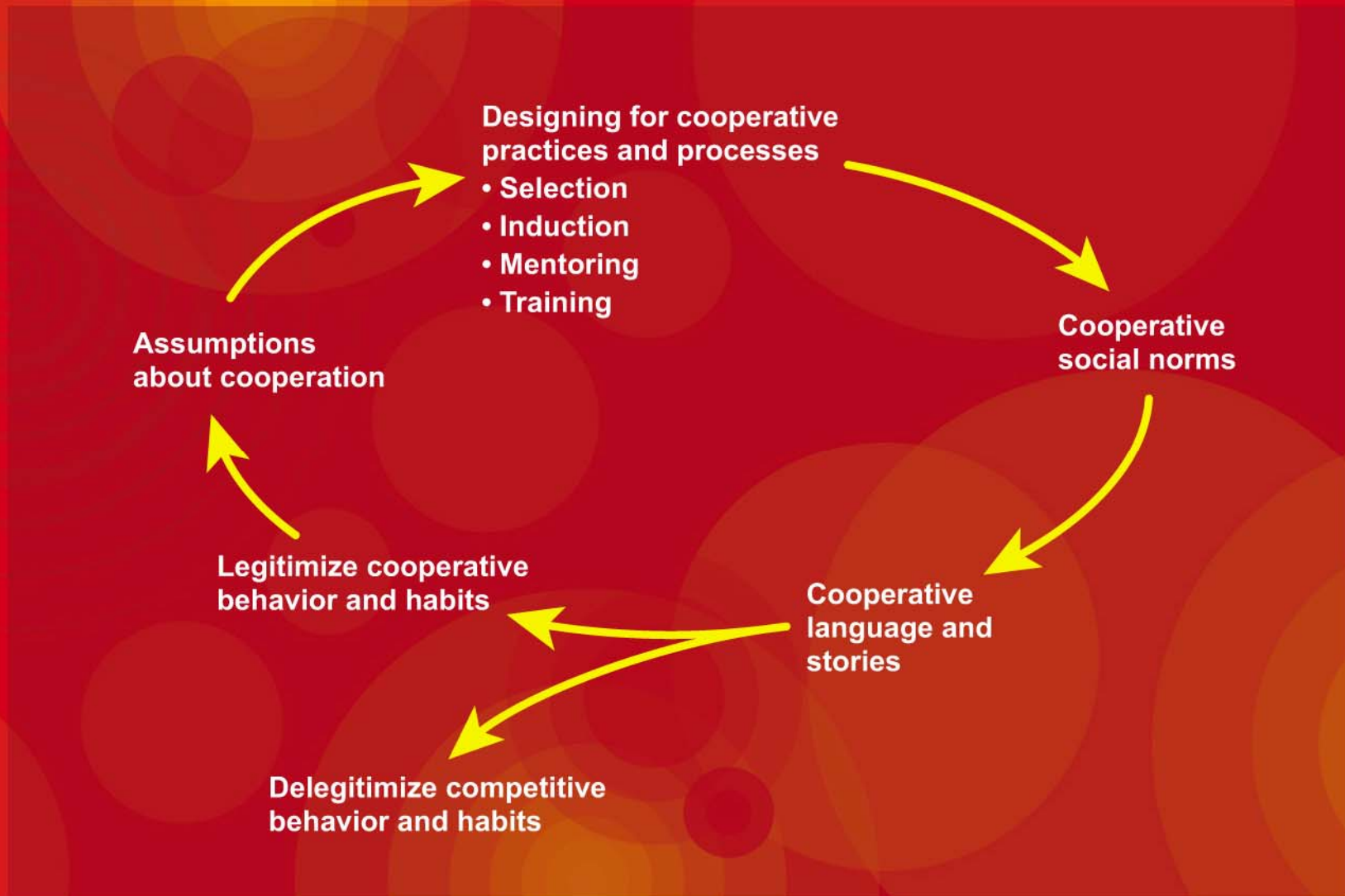




HOT  
SPOTS







Sharing valuable  
information with others

Acting with discretion

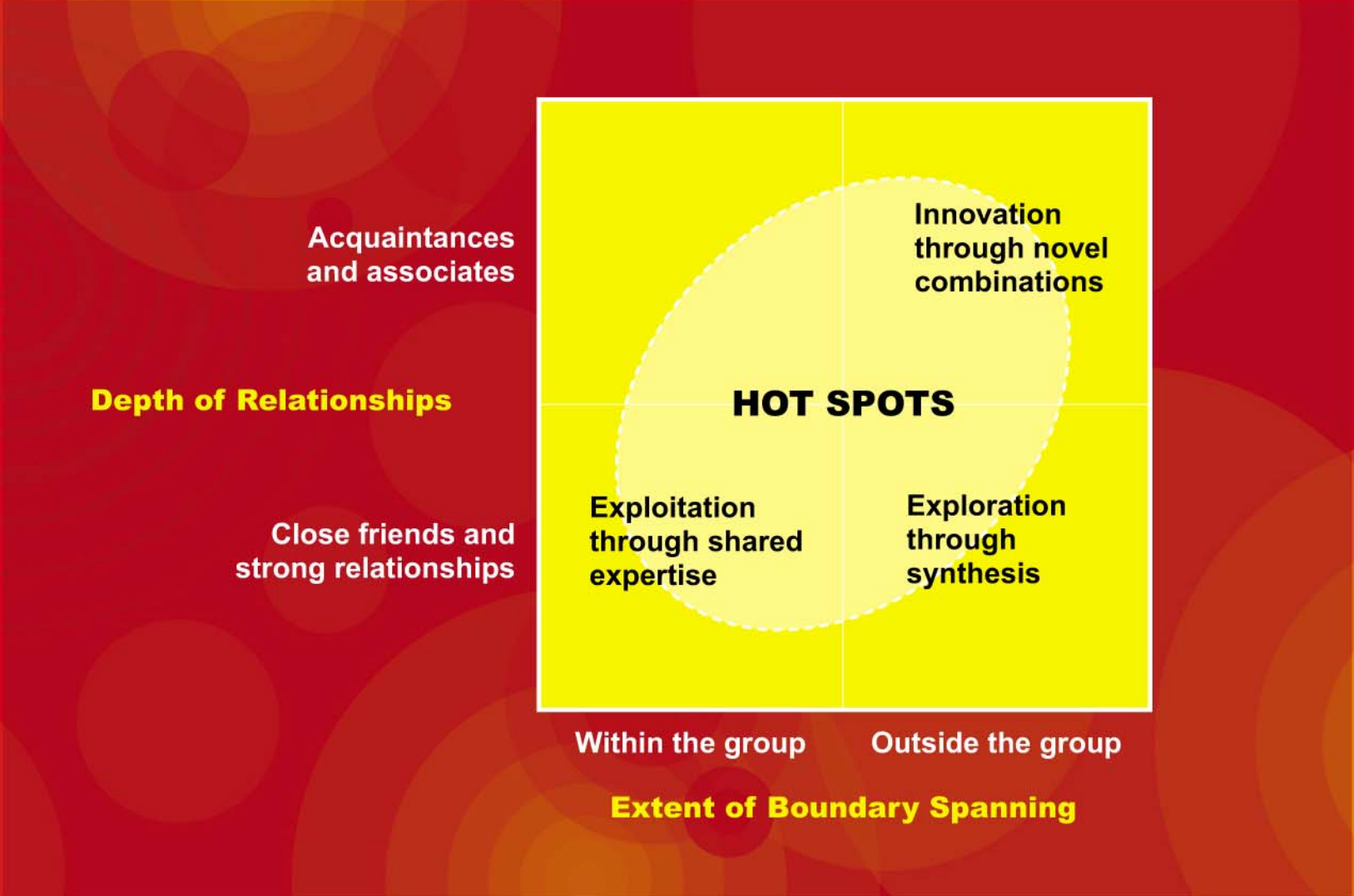
Being wisely disclosive

Using the language of  
cooperation

Making and keeping  
commitments

Learning the art of great  
conversation





**Depth of Relationships**

**Close friends and strong relationships**

**Acquaintances and associates**

**Within the group**

**Outside the group**

**Extent of Boundary Spanning**

**HOT SPOTS**

**Innovation through novel combinations**

**Exploitation through shared expertise**

**Exploration through synthesis**

Encourage well rounded  
networks

Support people to tread  
different paths

Develop a *fluid* identity

Encourage people to go to  
seminars and meetings  
outside their team

Encourage people to join  
broad *communities of  
practice*



**Igniting purpose**

**Propelled to the future through an igniting question**

**Energized in the present with an igniting task**

**Pulled to the future through an igniting vision**

Ask questions that spark  
energy

Create time and space for  
conversation

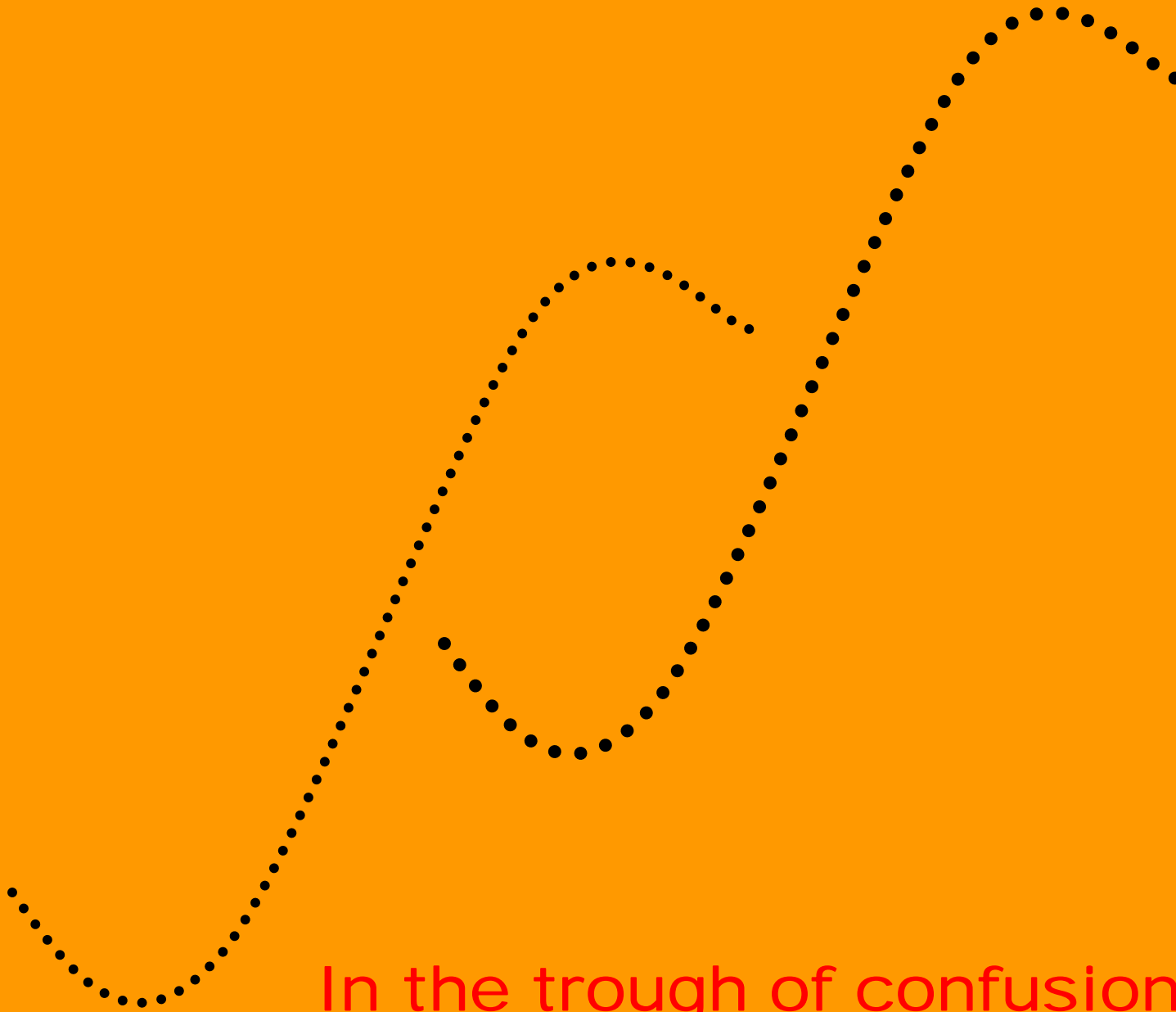
Use stories to weave  
dreams

Focus on meaningful work

Choose work that makes  
a difference

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# Making the Journey



In the trough of confusion



1<sup>st</sup>  
generation

- HR processes
- Baby Boomers

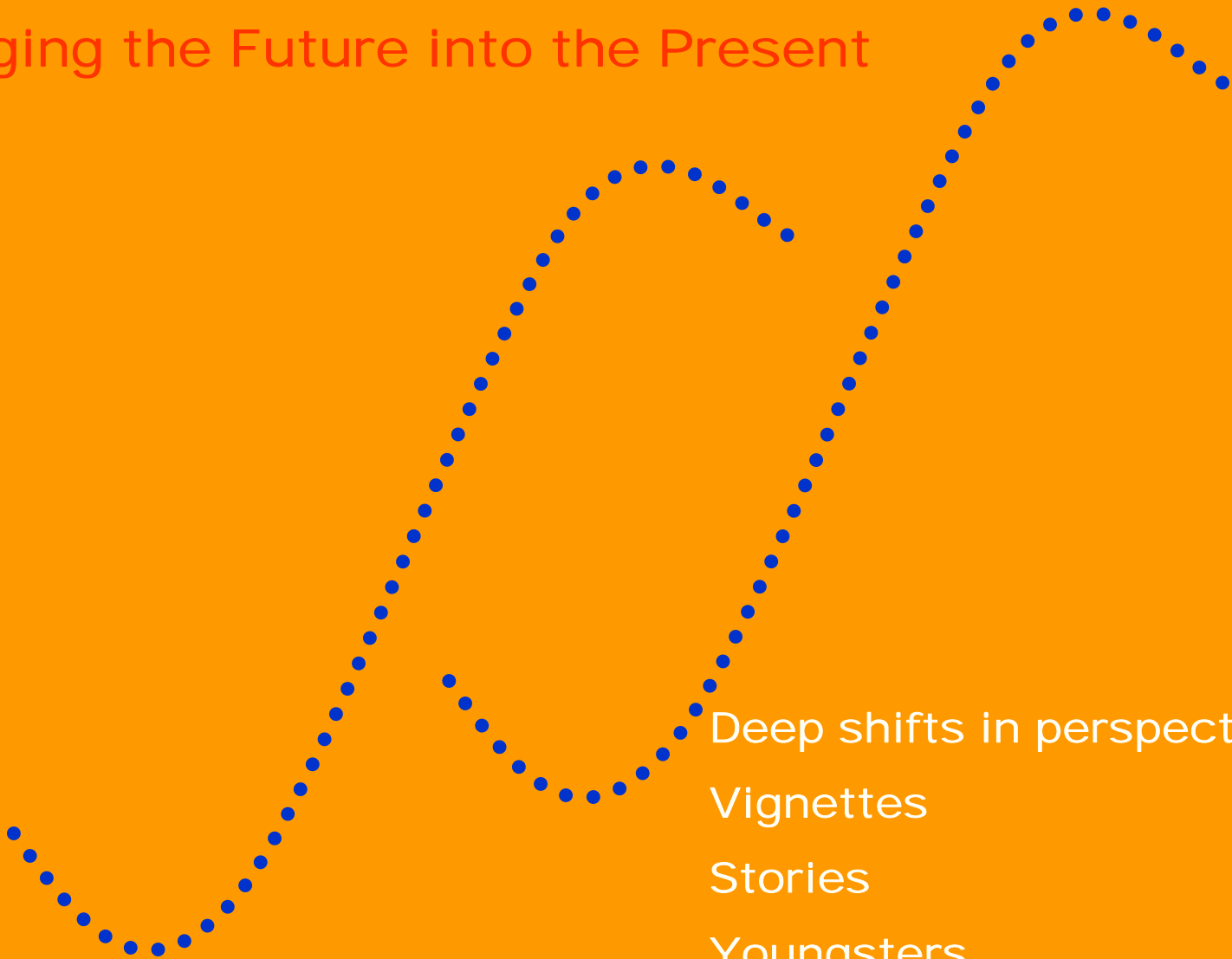
2<sup>nd</sup>  
generation

- Business processes
- Gen X

3<sup>rd</sup>  
generation

- Technology
- Business architect
- Gen Y

# Bringing the Future into the Present



Deep shifts in perspective

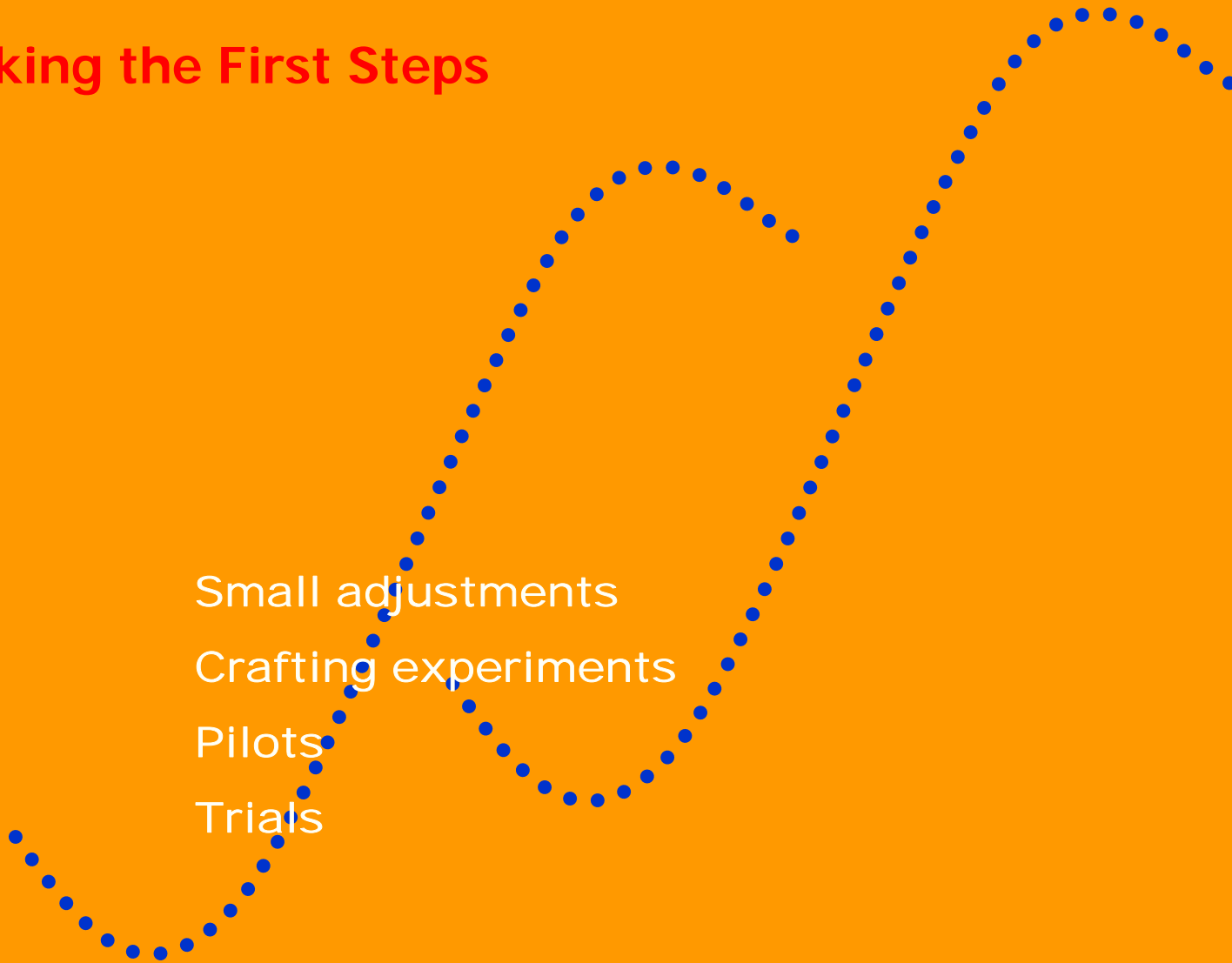
Vignettes

Stories

Youngsters

Reflective conversations

# Making the First Steps



**Command Control**

**Vertical**

**Management  
Centered**

**Parent/Child**

**Asset**

**Clear Boundary**

**One-Size**

**Leader as Director**

**Democratic**

**Horizontal**

**Performance  
Centered**

**Adult/Adult**

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**Diffuse Boundary**

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